DOCUMENT RESUME

ED 350 953 HE 025 931

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TITLE	The Academic Dean: Dove, Dragon, and Diplomat. Second Edition.
REPORT NO	ISBN-0-02-932695-8
PUB DATE	91
NOTE	306p.; For first edition, see ED 289 404.
AVAILABLE FROM	Macmillan Publishing Company, 866 Third Avenue, New York, NY 10022 ($29.95).
PUB TYPE	Books (010) -- Information Analyses (070) -- Guides - Non-Classroom Use (055)
EDRS PRICE	Document Not Available from EDRS.
DESCRIPTORS	*Academic Deans; Administrative Principles; Administrative Problems; *Administrator Guides; Administrator Role; Administrators; Administrator Selection; Board Administrator Relationship; *College Administration; Higher Education; Managerial Occupations; Teacher Administrator Relationship

ABSTRACT

This book is a guide to the many roles of an academic dean who has jurisdiction over academic departments and programs that include faculty members, budget, and curricula in colleges and universities. The work advises on ways to recognize and solve the problems that confront academic deans. The topics treated include the following: the allocation of funds to departments, personnel management as it relates to departmental chairpersons and faulty, means of interaction with the central administration, relationships with students and the external public of the college (alumni, parents, trustees or regents, and legislators), and methods of dealing with the support agencies of the college (the offices of purchasing, finance and accounting, alumni affairs, and fundraising). The examples described are drawn from small, medium, and large colleges and universities, and many of the situations depicted are likely to occur in any institution, regardless of size, especially situations concerning difficult relationships between deans and other administrators. Following each chapter are questions designed to help the reader relate problem situations to his or her own experiences. In many cases, possible solutions are suggested and discussed. This second edition adds three new chapters: "To Be or Not To Be a Dean"; "Making Decisions and Managing Change"; and "How Am I Doing and Where Do I Go From Here?". Included is an updated and expanded bibliography of over 330 items and an index (JB)

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